Overview

CBT Chapters

- The On-boarding Process
- Your Agency Culture
- Training Your New Hire
- Final Exam

Remember your first day on the job? You probably went through a process to get you situated in your agency and work area. This process is often referred to as "on-boarding."

As a supervisor, your involvement in the hiring process depends on your agency. Some agencies rely solely on their Human Resources office to perform the hiring task, not requiring much involvement from the supervisor. Other agencies involve the supervisor to a larger degree in the hiring process. Regardless, once you select an employee, you will be involved with on-boarding your new employee.

On-boarding New Employees

What is On-boarding?

CBT Chapters

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The goal of on-boarding is to establish new employees in your agency and help them feel at home in their new work environment. On-boarding is a term that encompasses the following elements:

- Explaining how to accurately fill out State of Arizona and agency-specific new hire forms
- Planning for and setting up the employee work environment
- Communicating important policies, agency culture, and organizational structure
- Walking the new employee through resources on the YES website
- Explaining the training process at your agency and required new hire training from the Arizona Learning Center (in the employee's YES account)
- Introducing the new employee to his or her new work team

New Hire Checklist

Your agency may have a New Hire Checklist tailored to your unique work environment. This can be used to maintain consistency in the on-boarding process. A typical New Hire Checklist includes

- Setting up a new employee's work environment
- Welcoming the newly-hired employee
- Providing agency-specific policies, Federal and State documents, and new hire manuals
- Providing primary benefit descriptions and enrollment instructions
- Describing secondary benefits and miscellaneous features
- Verifying any State-owned equipment issued during on-boarding
- Describing performance management standards

Check with your agency's Human Resources office to see if your agency has a New Hire Checklist.

Click here for a sample new hire checklist .

Work Environment

An important part of on-boarding is setting up the employee's work area. This involves many facility-related processes. Ensure the following are set up **prior to the employee's first day on the job:**

- A clean workspace with appropriate office furniture (e.g., chair, desk, etc.) and office supplies (e.g., paper, pens, folders, etc.) It's also a welcoming gesture to have the employee's name placard on his or her new workspace.
- A phone. If the workspace does not currently have a phone, you'll need to contact the appropriate department. Your Human Resources office will know which department is responsible for phone systems.
- A phone list with all of your department contacts. It can also be helpful to include contact information for Human Resources matters such as benefits and payroll. Some agencies may have this available on their Intranet.
- Documentation of emergency procedures, manuals, contacts, and a fire escape route map.

Computer Setup

Another important part of a new employee's work area is the computer workstation. This will also need to be set up prior to the employee's first day on the job.

IMPORTANT: A network account (e.g., username, password, email, etc.) cannot be set up until after an Employee Identification Number (EIN) is generated and the new employee is in an active status. Check with your Human Resources office to determine the new employee's status and EIN.

Computer Setup (continued)

Computer setup typically occurs with your information technology department. Setting up an employee workstation involves many elements:

- Acquisition of a computer system from your agency's inventory.
- Installation of appropriate software on the machine so the employee can be productive as soon as possible.
- Creation of a new user name and password to access appropriate local networks and systems. If possible, demonstrate this with the new hire. Explain the password renewal frequency.
- Completion of security awareness training and user agreement forms.

The computer workstation should be installed in the employee's work area by technical staff. Ensure the system is functioning properly.

Paperwork

On the employee's first day, he or she will arrive at your agency at a specified time. Ensure the employee knows what time to arrive and who to contact. It's good practice to include this information in the offer letter confirming the employee's salary, start date, etc. Also, the employee should be told where to park and where to enter your building. It's helpful to meet your new employee in your agency's lobby. These simple gestures will start the new employment relationship out right and will help the new employee feel valued.

One of the first items of business is filling out new-hire documentation. This must be completed on the first day to comply with our State's I-9 / E-Verify policy. Depending on your agency, this is typically handled by Human Resources personnel. Contact your Human Resources office to determine when your new employee will fill out the required documentation. If you are performing this task, determine whether a checklist is available. If not, use the generic checklist.

Badge Access

Another important item to take care of on the employee's first day is badge access. Contact your Human Resources office (or facilities group, if applicable) for assistance with this step in the on-boarding process. Ensure the following occurs for the new employee:

- A security badge is issued granting them access to your location(s).
- The details of parking, including limitations on garages or covered parking (if applicable), are explained. If possible, demonstrate the use of the security features and the employee badge.
- A detailed tour of the entire facility including information such as hours of operation and personnel access is provided.

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Agency Culture

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The new employee needs to understand your agency's organization, culture, and immediate work team. This includes the following items:

- Describe your agency's structure and provide a high level organizational chart.
- Describe your agency's mission and vision statements. Ask the employee if he/she has any questions about the organization's goals and objectives.
- Establish a work schedule, ensure the work area is ready, introduce the employee to co-workers, etc.

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Covered or Uncovered?

- The On-boarding Process
- Your Agency Culture
- Training Your New Hire
- Final Exam

You should cover unique rules and procedures relating to **covered** and **uncovered** positions, and make sure the employee understands which classification applies to them.

This could potentially impact the hours the employee works, vacation time, etc. If you're unclear about these differences, contact your Human Resources office. They can help!

CBT Chapters

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Meet the Team

After all the initial on-boarding activities are complete, it's time for the new employee to meet his or her new co-workers. As the new employee's supervisor, you will most likely be responsible for introducing the new employee to each of your team members and any others with whom the new employee will work closely. Remember, this is a totally new environment. Help your new employee feel at home.
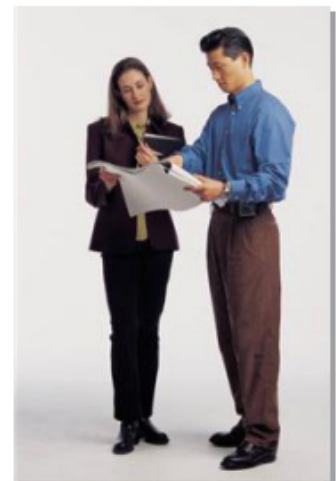
CBT Chapters

- The On-boarding Process
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- Final Exam

Extended Checklists

The New Hire Checklist is only the beginning of the on-boarding process. To successfully on-board a new employee, on-boarding activities may continue for months.

Once the initial orientation is complete, an "extended checklist" can be used. Not all agencies use an extended checklist. The objective is to put the employee at ease with the work environment, as well as to identify daily and monthly tasks, scheduled meetings and updates with his or her supervisor, and interact with new co-workers.

Click here for an example of an extended checklist .

Chapter Summary: The On-boarding Process

In this chapter, you learned about the process for on-boarding new employees including the new hire checklist. Next, let's learn about how to introduce your agency's unique culture to your new employee.

Discuss any questions you may have with your supervisor or Human Resources office.

Click the next arrow to continue the course.

Overview

Each agency, board, and commission does something separate, unique, and distinct for the people of the State of Arizona. There are several things that combine to create a distinct culture for the agency, board, or commission. Simply put, it is the shared

- Mission
- Attitudes
- Experiences
- Beliefs and Values (personal and cultural values)

of an agency, board, or commission.

It's your task to communicate the values and beliefs of your agency based on your agency's unique culture.

Agency Mission and Vision

Your agency mission and vision are the beginnings of the agency culture. They set the tone and general direction of the agency for all employees, not just the new hires.

An agency's vision and mission statements should guide employees' work efforts and communicate important messages to new hires.

Agency Mission and Vision (continued)

Communicating your agency's mission and vision to your new hires is essential to creating the broad overall direction for employees. The mission and vision are typically supported by a strategic plan that identifies measurable performance criteria for each division, down to the individual work units and ultimately to the employees.

The performance of the individual employee should support the unit and division performance measures, the agency strategic plan, and ultimately the agency mission and vision. The best time and place to reinforce this concept is during the performance planning meeting.

Locate your agency mission, vision and strategic plan and have it available for newly hired employees.

Page 8 of 14

Agency Organization

Typically, the quickest means of describing your agency's organization to a new hire is to explain it using the latest organizational chart. This chart should display a "top-down" approach starting with the director working down to the employee's department level.

Your new hire should know exactly where he or she is in the overall hierarchy of the organization. This has the added benefit of communicating who does what in the agency. If applicable, explain to the new hire any "open door" policy (and practices) within your agency. Your new hire should know how to approach upper levels of management.
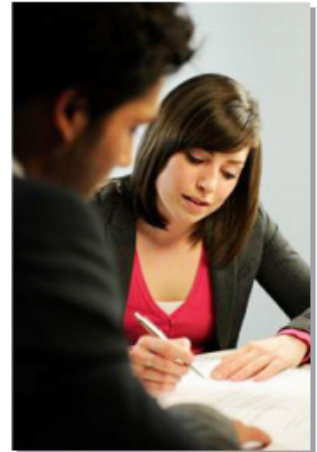
Setting Work Expectations

Work expectations for new hires should be established on the first day of the job. They fall into the following categories:

- Work hours
- Breaks (not required, but as work permits)
- Dress code, if applicable
- Addressing co-workers, supervisors and managers
- Promotional opportunities
- Original probation period, if any
- Pay and overtime policy
- Holidays
- Leave and procedures
- Performance plan and performance management

If available at your agency, many of these topics are addressed in the Employee Handbook. Contact your agency's Human Resources office for information on the Employee Handbook.

Explain "Hot" Items

"Hot" items are sensitive items at your agency that could "burn" your new hire. They are items that can potentially create problems for the new hire and possibly the agency.

Since new employees can't possibly know about these items, it's critical to inform them up front. This can prevent a lot of headaches in the future!

Chapter Summary: Your Agency Culture

In this chapter, you learned about helping the new employee fit in by understanding the agency's vision, organization, and setting expectations. The next chapter discusses training new employees.

Remember to consult your supervisor or Human Resources office with any questions or issues.

Click the next arrow to continue the course.

Training Expectations

All new employees (with some exceptions at the agency director level) will receive some amount of training, depending on the agency and the employee's position. As a supervisor, you'll need to determine the minimum training requirements for your new hire. This could be as short as a job aid explaining how to start the new diesel dump truck or as extensive as the nine-week Correctional Officer Training Academy.

Should I just provide a list of courses to our new hire?

Explain which courses your new employee should take. Also, include the following in your description:

- Importance of training. Is the training expected to be used on the job or to satisfy compliance with statute?
- Timeframes for training
- Where to take the training and how it will be delivered
- Grade or score expectations

Agency-Specific versus Statewide Training

For most agencies, new hire training falls into two major categories: Agency-specific training and Statewide training. Agency-specific training courses are delivered by the agency using agency resources. They can be taught in the classroom, electronically, in the field, or one-on-one by you or another employee. Registration for these courses is typically controlled by agency training personnel. An employee's training history is usually recorded in YES by agency personnel. In some agencies, this is handled differently. Contact your agency's training department for details.

Agency-Specific versus Statewide Training (continued)

The next category of new hire training is Statewide training offered by the Arizona Department of Administration's Arizona Learning Center. Arizona Learning Center courses are typically Computer Based Training (CBT) courses delivered over the Internet. Access to a computer will be required in order to take CBT courses. Registration for all courses is performed in YES, or pre-registration by the agency's training coordinator or training staff. Course results are stored in the employee's YES account.

Agency-Specific Training

If your agency trains new hires with your agency-specific course offerings, you'll need to explain the entire process to your new hire. Explain which courses have priority over others and the proper order in which to take the courses.

Make sure your new employee knows about any required training that must be completed. Also, if certain training requirements are linked to job performance, certification, funding, or another such matter, these expectations must be clearly explained.

Courses Mandated by Statute

Currently, there are two courses required by statute that must be completed by all newly-hired State employees within six months of hire. These are

- Welcome to State Government (ADORI100)
- Standards of Conduct in the Public Sector (PHI1001)

For those with supervisory responsibility, this Supervisor Academy collection of CBT courses must be completed, by statute, within six months of hiring or promotion to the supervisory position.
Click here for Supervisor Academy course descriptions .

The Arizona Learning Center offers more than 30 additional CBT courses. These courses are available to all employees; however, employees should get permission from their supervisor to take non-required courses.
Click here for Arizona Learning Center course descriptions .

All Arizona Learning Center courses are accessible through YES.
Click here for a quick tutorial on how to complete the registration process .

Your Employee Services (YES)

Help your new employee to become familiar with accessing his or her YES account. YES provides the following information and services:

- Current Pay Check
- Employee Time Entry - now in use by several agencies
- Employee Training
- Leave Balances
- Pay
  - Direct Deposit
  - Paychecks
  - Tax Withholding
  - Total Compensation
  - W-2 Tax Statements
- Personal Information (contact information)
- Benefits
  - Beneficiary
  - Dependents
  - Elections
  - New Hire Enrollment

YOUR EMPLOYEE SERVICES

Y·E·S

ALL YOURS!

YES access will remain for up to four years after an employee terminates.

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Career Center

The State of Arizona operates a Career Center that all original probation and permanent employees may utilize. The Career Center staff recognize and value employee uniqueness as well as the individual contributions employees make to the State organization. They are available to assist employees with identifying and exploring career choices and empowering them with the tools necessary to attain their professional goals. Employees may contact the Career Center at 602-542-2733 or email them at careercenter@azdoa.gov to schedule an in-person, telephone, or on-line appointment or to register for a workshop. No matter where an employee works in the State, services such as resume development, azstatejobs.com navigation, career planning and interview practice are available to them!

Click here to visit the Career Center website .

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Chapter Summary: Training Your New Hire

In this chapter, you learned about new employee training and available training resources.

The next section is the final exam.

Click the next arrow to continue the course.

CBT Content   Resources   Support

Supervisor
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